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**SECURITY INFORMATION**

**MANAGEMENT TRAINING PROGRAM**

**Management Analysis Office**

**I. Program Operation**

**A. Forms Analysis and Design**

Two to four weeks of on-the-job training in the design and evaluation of CIA forms. Training in the techniques applicable to forms design and in related analytical processes as well as a familiarity with the forms control system are the goals.

**B. Issuance Review**

Two to four weeks of practical experience in developing, editing and coordinating CIA Regulations. An understanding of the mechanism involved and absorption of the substantive content of CIA Regulations are the desired results.

**C. Development of Staffing Patterns**

Two to four weeks of experience in developing and coordinating proposals for changes in tables of organization. The trainee should, through counsel with the appropriate Organization and Methods Examiner, absorb the pertinent facts regarding each T/O change. He should, by operating the central controls, acquire a knowledge of the physical processes involved.

**D. Machine Methods**

One month of experience assisting on various projects having to do with machine methods and office devices. Electrical accounting (IBM) machines will constitute the most significant phase of this training. A familiarity with machine applications, sufficient to permit identification of problem areas, is the desired goal.

**E. Records Management**

One week of project experience as an assistant on the Agency's Records Management and Vital Documents Programs. The objectives of the Programs and the processes involved should be examined.

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**II. Organization and Methods Surveys**

This stage of training will be undertaken upon completion of that outlined in I., above. The trainees, working under the close supervision of a senior Organization and Methods Examiner, will be assigned projects of gradually increasing responsibility until he has absorbed the practices, principles and techniques relating to O&M surveys (approximately 4 months).

**III. Research Training**

**A. Required Reading**

General Management of the Executive Branch

The Commission on Organization of the Executive Branch  
of the Government - February 1949

The Task Force Report on Federal Personnel - pp 29-43

The Commission on Organization of the Executive Branch  
of the Government - January 1949

Survey Principles and Techniques

by William A. Gill

Reprinted from 1949 issues of Modern Management

Microfilming of Records

War Department TM 12-257 - March 1946

An Outline of General Survey Principles and Practices

U. S. Bureau of the Budget - June 1940

Basic Principles of Organization

Army Service Forces Manual M 703-2 - April 1943

Work Simplification

Army Service Forces Manual M 703-3 - May 1944

Standardization of Forms

Army Service Forces Manual M 703-6 - August 1944

Simplification and Standardization of Procedures

Army Service Forces Manual M 707-7 - September 1944

Form Control

U. S. Bureau of the Budget Management Bulletin - June 1948

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**Telephone Service**

U. S. Bureau of the Budget Management Bulletin - April 1947

**Process Charting**

U. S. Bureau of the Budget Management Bulletin - November 1945

**Duplicating Service**

U. S. Bureau of the Budget Management Bulletin - April 1949

**Production Planning and Control**

U. S. Bureau of the Budget Management Bulletin - October 1949

**A Work Measurement System**

U. S. Bureau of the Budget Management Bulletin - March 1950

**Guide to Drafting of Functional Statements**

Department of State Organization Manual - July 1949

**Selected Reading of Projects Completed by Management Analysis Office**

Review of Legislation, Presidential Executive Order and Bureau of the Budget Circulars Pertaining to Management Improvement

**B. Suggested Reading**

**RCA Work Simplification Program**

**Office Services, Centralized or Not?**

by G. J. Mills

British Management Review - December 1950

**Concluding Report**

The Commission on Organization of the Executive Branch of the Government - May 1949

**Production Management**

Albert Ramond and Associates, Inc.

**Records Management Microphotography**

Veterans Administration Manual M 3-9 - October 10, 1949

**Techniques for the Development of a Work Measurement System**

Bureau of the Budget - March 1950

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**Work Simplification (Material Handling)**

Army Service Forces Manual M 703-4 - October 1943

**Work Measurement**

Army Service Forces Manual M 703-5 - January 1945

**Note:** The above reading matter should be covered at the Trainee's convenience during phase I. of his training. Advice and assistance throughout the Training Program may be obtained through daily contacts with the Organization and Methods Examiners. The Trainee should continually discuss his problems with the Deputy Advisor for Management in order to tailor the training to individual needs.

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